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- The "Temporary" CPCU—Adjusting to the Changing Workplace, Harry Cylinder, CPCU, ARM. Guest Editorial. Spring, p. 5
- Professional Employee Organizations— Opportunities and Considerations, Kirk A. Goeldner, CPCU, CIC. The professional employee organization (PEO) is an outgrowth of a concept known as employee leasing. PEOs have grown rapidly and present an interesting challenge to the risk management and insurance community. PEOs represent a significant amount of premium dollars in the workers compensation arena as well as employee benefits. A better understanding of PEOs will help the risk management and insurance community take a professional approach to the underwriting of the PEO industry.

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### **ENVIRONMENTAL ISSUES**

■ Incorporating Risk Management Into Environmental Management Systems, Dan R. Anderson, Ph.D., CPCU. The management of environmental risks is passing from a regulatory phase to a more expansive approach through the development of strategic environmental management systems. The risk management process is particularly well suited to contribute to the development of environmental management programs. Substantial business opportunities are present for creative risk managers, insurers, brokers, and consultants in offering their experience and expertise to the growing area of environmental management. Summer, p. 115

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Evolution of CGL Coverage: A Four-Decade Perspective, George B. Flanigan, Ph.D., CPCU. This article overviews the development of the Commercial General Liability policy over four decades. That period was one of the substantial and dramatic broadening of coverage as the insurance industry repeatedly vielded to the requests of the risk management and producer communities. The writer's thesis is that heavy losses of the 1980s and the resultant hard market and insurance crisis can be explained in part by the persistent tendency to broaden coverage as well as societal and legal trends. The article traces some of the more important changes over the period. Throughout, the writer draws upon insurance professional opinion as it appeared in professional publications of the time. Spring, p. 36

#### MARKETING

- Ready or Not Here They Come: Banks in the Property and Casualty Insurance Marketplace, Gary G. Butler, CPCU, and Jason N. Mostofsky. We gathered information from hundreds of insurance and banking professionals to consider what impact banks' involvement in insurance will have on the property and casualty insurance marketplace. In addition, we conducted a national consumer survey to determine consumer attitudes toward banks selling insurance products. We found that the four key groupsbanks, insurance companies, insurance brokers and agents, and consumers—have some surprising viewpoints with respect to the rapidly evolving bank-involved insurance marketplace. We also identified how insurance companies, insurance agents and brokers, and banks can compete successfully in this developing marketplace. Winter, p. 226
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### PROPERTY INSURANCE

The Expansion of the Public Sector's Involvement in Florida's Residential Property Insurance Market, David C. Marlett, Ph.D., CPCU. After Hurricane Andrew, the residential property insurance market in Florida went from a highly competitive market to one of near collapse. In an attempt to provide a degree of stability, the state imposed strict regulations on insurers and greatly expanded its presence as a residential property insurer. This article provides background on the extent of public sector involvement and attempts to measure the degree to which the state has entered the residential property insurance market. This article focuses on coverage against windstorm losses and compares the state's proportion of the total insured exposure to that of private insurers over the last six years. The findings indicate that despite substantial efforts by the Florida Department of Insurance, the state remains the dominant provider of windstorm insurance on residential property in the most exposed regions of Florida.

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### PROPERTY/CASUALTY INSURANCE

Facing the Challenge of Change: Current Trends and Practices in the Property and Casualty Insurance Industry, Linda L. Hoopes, Ph.D., and Steven L. Hale, M.A. In contrast to the relative stability of the marketplace in the recent past, the property and casualty insurance industry has entered a time of tremendous change. Factors such as increased competition, changes in the regulatory environment, the impact of technology, and shifts in customer expectations have created a turbulent business environment in which the ability to continuously adapt to change is critical for success. This article summarizes the results of a joint CPCU Society/ODR® Inc. research effort that documented the current change management trends and practices within the property and casualty insurance industry. Data were gathered through executive interviews and an industry survey to focus on current challenges facing the industry, organizational responses to those challenges, and the strategies and techniques industry leaders are implementing to maintain their organizations' competitive statuses. Some of the major findings of the study are presented and recommendations are offered for dealing with the challenges of constant change

The "Hard" Facts about the "Soft"

Market, Barry D. Smith, Ph.D., CPCU, CLU,

FLMI, Editorial.

### REINSURANCE

• Alternative Reinsurance: Using Catastrophe Bonds and Insurance Derivatives as a Mechanism for Increasing Capacity in the Insurance Markets, George B. Jones IV, CPCU. Between 1989 and 1995, total insured losses from earthquakes, hurricanes, and other natural disasters amounted to \$75 billion dollars. Hurricane Hugo in 1989 started the recent period, followed by Hurricane Andrew (1992, \$16 billion), Hurricane Opal (1995, \$2.1 billion), Hurricane Fran (1996, \$1.6 billion), and the Northridge Earthquake (1994, \$12.5 billion). During the period from 1989 to 1995, total insured losses were 50 percent higher than they were for the entire 38-year period before it. With the increase in storm frequency and severity, the insurance markets are facing a capital shortage. The insurance and reinsurance industries in the United States have approximately \$245 billion

dollars of capital that must service a country that has \$25 to \$30 trillion dollars worth of property. With its assets in excess of \$19 trillion dollars, the capital markets are the likely choice to look for the needed capacity. Recently, the insurance industry has moved into the capital markets using a collection of derivative and traditional products including swaps, options, and bonds. The recent success of these products may be marking the beginning of a new era in the insurance industry and the development of a new class of financial products, or it may be just a speculative bubble that will butst during the next round of catastrophes.

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 Commutation, contributing members of the CPCU Society's Reinsurance Section. A large number of reinsurers and insurers are interested in finalizing obligations made under reinsurance contracts issued in past years. This can be accomplished through a technique known as commutation. Those involved with negotiating commutations feel the number has increased significantly in recent years. Commutations are not well understood by many insurance and reinsurance professionals. This article explores the nature and purpose of commutations and includes a description of commutation clauses and agreements. It also discussed the process for successfully negotiating a commutation. Winter, p. 204

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#### UNDERWRITING

■ Underwriting Beyond Intuition: Structured Decisions with a Customer Focus, John T. Gilleland Jr., CPCU, Morgan D. Jones, and Ruth A. Fennell, SPHR. Quality management experts state that customer satisfaction is the most important goal toward which any business can work. This article attempts to improve the reader's ability to make better decisions when underwriting with a focus on customer satisfaction. Underwriting is defined here as the process of gathering risk information, learning stakeholders' expectations, recognizing alternative ways to meet those expectations, and offering risk-management options in an effort to create win-win agreements that meet or exceed customer expectations.

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#### Y2K ISSUES

Insurance Coverage in the Year 2000,

Katherine B. Posner. As the dawn of a new millennium approaches, we are facing challenges never before encountered: the possible failure of computer systems worldwide, including computers used for air traffic control and railway management, banking and credit, record-keeping, storage and shipment of products and ensuring the administration of government programs (such as social security) as well as embedded microprocessors that run products such as microwave ovens, elevators, and hospital equipment. Inevitably, many individuals and businesses facing financial losses or third-party claims arising out of widespread computer failure will seek coverage under various types of insurance policies. Moreover, due to the potential extent of Y2K losses, some courts may accept strained interpretations of policy language in order to provide a remedy for Y2Krelated problems. For these reasons, insurance industry analysts have indicated that the Y2K problem is presently the most serious issue facing the international insurance and reinsurance Spring, p. 8

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